



ESPN's Compensation Philosophy

- ESPN's compensation philosophy is to pay its workforce within a competitive market range for their contributions. We must be able to attract, retain and develop employees with the talent and skills needed to meet our company objectives. Linking pay to performance is the cornerstone for determining compensation levels. Other contributing factors that influence compensation include grade placement, job experience and company performance.



Overview

- ☐ Our goal was to develop a comprehensive compensation structure to meet the needs of our growing organization
- ☐ We created a more dynamic multi-dimensional model with a focus on performance but also taking into account position in grade, skill, experience, external market data and internal equity
- ☐ GRADE provides ESPN's managers with a better compensation tool and greater autonomy for compensation decisions
- ☐ GRADE provides employees with job family data for career planning purposes and greater information about where their jobs are positioned as well as the relative external market value of their jobs
- ☐ GRADE provides a unified compensation system reflecting ESPN's size, scope, diverse lines of business and geographical regions in which we do business



What's New

- ☐ A market based compensation structure for the company (US domestic only; on-air / contract Talent excluded)
- ☐ Three specific new salary Grade structures – Regular, Executive and Sales

	Former Grades		New GRADES
Regular (General Bonus Eligible)	D - M		11 - 25
Executive (Stock and MIP Eligible)	A - C		E11 - E18
Sales (Sales Incentive plan)	There is a separate Sales Structure for all employees participating in Sales Incentive Programs**		

- ☐ Expansion in the number of new Grades allowing for growth and career development
- ☐ Recognition of geographic differentials – 6 geographic zones
- ☐ Four New Management Levels and Titles
 - Associate Manager and Sr. Manager
 - Associate Director and Sr. Director

** Note: the information in the next several pages deals primarily with the Regular and Executive salary grade structures; Sales is covered at the end



Management Levels

Executive VP *

Sr. VP *

VP *

Sr. Director (1) * **New**

Director

Assoc. Director **New**

Sr. Manager **New**

Manager

Assoc. Manager **New**

Supervisor

*Indicates MIP and stock eligibility

(1) All current 'C' level Directors will be Sr. Directors



GRADE Structure 1 – General Bonus Eligible

GRADE Structure	Grade Level	Start of Range	Start 2Q	Start 3Q	Start 4Q	Maximum
Structure 1 Bristol, Las Vegas, Denver, New Jersey, Philadelphia, DC (+6%)	11	\$150,720	\$169,560	\$188,400	\$207,240	\$226,080
	12	\$122,520	\$137,835	\$153,150	\$168,465	\$183,780
	13	\$102,120	\$114,885	\$127,650	\$140,415	\$153,180
	14	\$85,080	\$95,715	\$106,350	\$116,985	\$127,620
	15	\$68,120	\$76,635	\$85,150	\$93,665	\$102,180
	16	\$59,200	\$66,600	\$74,000	\$81,400	\$88,800
	17	\$51,440	\$57,870	\$64,300	\$70,730	\$77,160
	18	\$44,800	\$50,400	\$56,000	\$61,600	\$67,200
	19	\$38,920	\$43,785	\$48,650	\$53,515	\$58,380
	20	\$33,800	\$38,025	\$42,250	\$46,475	\$50,700
	21	\$29,400	\$33,075	\$36,750	\$40,425	\$44,100
	22	\$25,560	\$28,755	\$31,950	\$35,145	\$38,340
	23	\$22,240	\$25,020	\$27,800	\$30,580	\$33,360
	24	\$19,400	\$21,825	\$24,250	\$26,675	\$29,100
	25	\$16,840	\$18,945	\$21,050	\$23,155	\$25,260

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Regular and Executive Grade Ranges

<u>Executive Structure</u> (MIP and Stock Eligible)	<u>Regular Structure</u> (General Bonus Eligible)
E11 - E13	
E14	
E15	11
E16	12
E17	13
E18	14
	15
	16
	17 - 25

Grade Overlap

Grade overlap - allows ESPN to pay competitive base salaries to high performing individual contributors and other employees as appropriate even though these employees may not be ESPN executives

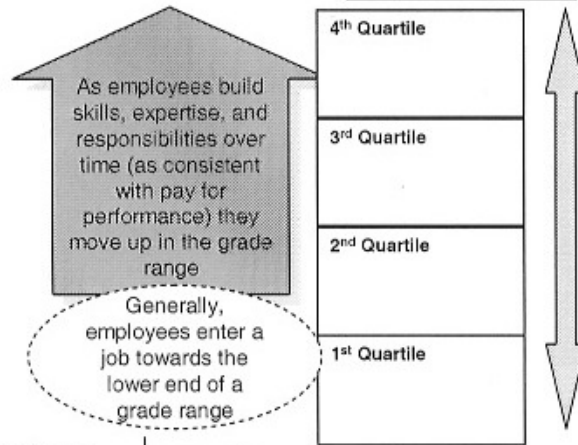
How To Use The New GRADE Structure

**** Example **** Grade 17 - Bristol (Structure 1)

There are 6
geographical salary
structures with 15
grades each

"Maximum" is the
salary limit for each
grade

Maximum = \$77,160



Market Range encompasses
competitive salary levels
for employees in Grade 17

"Starting Point" is the lowest salary we
would pay an individual in that grade

Starting Point = \$51,440



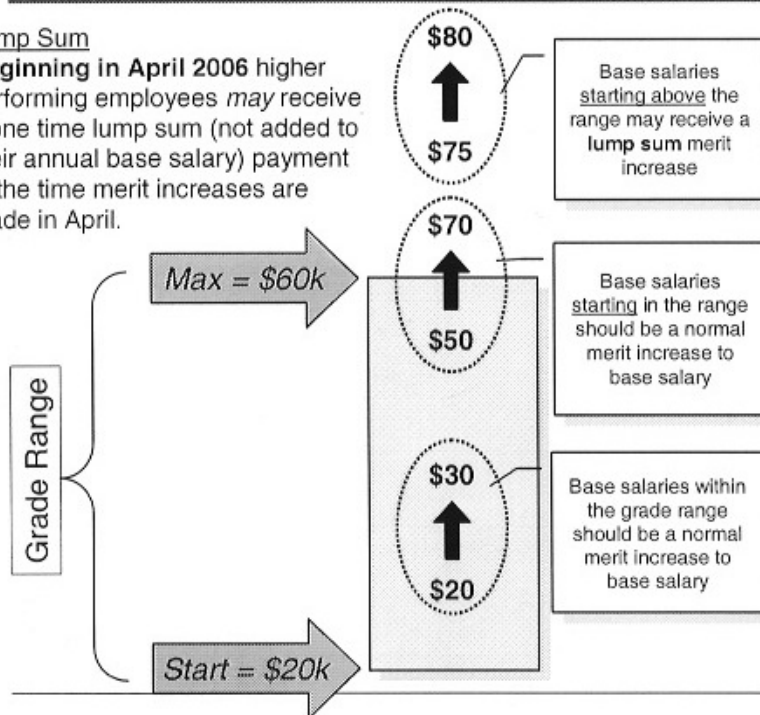
How to Use the New GRADE Structure

- ☐ Managers are strongly encouraged to differentiate
 - ✓ Performance
 - ✓ Time In Job
 - ✓ Skill Set
 - ✓ Experience
 - ✓ Internal Equity
- ☐ All ESPN employees will be paid within the "competitive market range" for their job
- ☐ Employees who are being paid below the starting point of the salary range will receive an adjustment (retroactive to 1/1/05) to be within the competitive market range for their position
- ☐ Higher performing employees who are above the maximum may be eligible for annual "lump sum" merit increases beginning April 2006

Lump Sum Increases

Lump Sum

Beginning in April 2006 higher performing employees *may* receive a one time lump sum (not added to their annual base salary) payment at the time merit increases are made in April.



Key Points

- Receive full year value of increase in one payment; no loss at termination
- Does not add to wage base for bonus calculation and certain benefits
- Lump sum merit % for top performers may be lower than those for top performers within the salary range (not over the range maximum)



GRADE supports our Compensation Philosophy

- ☐ Pay-for-performance philosophy remains the primary factor in determining compensation while incorporating a multi-dimensional model that includes position in grade, skill level, experience, external market data and internal equity
- ☐ Greatly expanded number of overall levels or "grades" providing growth and career development opportunities
- ☐ GRADE information will be used in making all key compensation decisions

Your Role as a Manager

- ☒ Attend a GRADE Information Session 1/4 - 1/19
 - GRADE Information Sessions for all managers by functional area with Compensation (Intercall meetings via tele-conference with PowerPoint on ESPN Intranet)
- ☐ "Manager to Employee" communication 1/17 - 1/31
 - Discuss GRADE with each of your employees
 - Review this information and articulate your support
 - A personal Comp Profile for each employee will be provided
- ☐ Manager communication to employees "below the salary range starting point" must be completed by 1/21
 - Salary adjustments to employees "below the salary range starting point" are effective 1/1; will be reflected in 1/27 paycheck including retro
- ☐ Familiarize yourself with the Frequently Asked Questions (FAQs) in preparation for your GRADE Information Session (refer to page 17-18)

"Manager To Employee" Communication

- ☐ **WHO** Meet with all your employees 1 on 1
- ☐ **WHEN** January 17th – January 31st
- ☐ **WHAT** Review this deck, especially:
 - Page 4 - Overview
 - Page 5 – What's New
 - Page 6 – Management Levels
 - Page 15 – Additional Talking Points
 - Discuss their individual GRADE information on the Comp Profile (will be provided to you)
 - Review responses to Frequently Asked Questions (FAQs) and discuss with your employees as appropriate
 - For employees on a sales incentive plan review pages 20 – 23 only

Additional Talking Points

- **For employees who have a base salary *above* the maximum of their salary grade range:**
 - "As a result of our market analysis and the GRADE project, we have found your base salary to be above the grade maximum. For 2005, you will be *eligible* for a merit adjustment in April as part of the Common Annual Review process based on your performance and other factors."
 - "For the 2006 Common Annual Review process, if your base salary remains above the grade maximum you *may* be eligible for a lump sum increase" (please discuss page 11 with your employee if applicable).
- **For employees who have a base salary *less* than the starting point of their salary grade range:**
 - "As a result of our market analysis and the GRADE project we are adjusting your base salary to the starting point of your salary grade range effective January 1st"; this adjustment will be reflected in your paycheck of 1/27 including any retro pay"
 - "You will be *eligible* for a merit adjustment in April as part of the Common Annual Review process based on your performance as well as your position in grade, skill, experience and other factors"

Compensation Profile ****DRAFT****

- ☐ **This profile will be created for each employee and given to them by their immediate manager as part of the "Manager to Employee" discussion**

 Grade Assignment and Salary Range	
Name:	Doe, John
Department:	ESPN department
Current Salary:	\$53,000
Position Title	Analyst
Grade	18
GRADE Structure	1
Salary Range	Range Start: \$44,800 Range Maximum: \$67,200
Sr Leader:	Durso
Sr Manager:	Chandler
Dept Manager:	Hamilton
Person Number:	01234567



Frequently Asked Questions (FAQs)

- ☐ **Q. Why do we need a new Grade Structure?**
A. ESPN's growth in the past 25 years, both in size and scope, has been phenomenal. Because of our growth, we have outgrown our current compensation structure. GRADE gives us the flexibility to ensure we remain competitive in all areas in which we operate.
- ☐ **Q. Why do we need 3 new salary structures?**
A. Three new salary structures have been created to support the different employee populations at ESPN - general bonus eligible (Regular structure); MIP bonus eligible (Executive structure) and Sales Incentive Plan participants (Sales structure). All 3 structures have a market basis and are intended to function similarly while recognizing the unique characteristics of each group.
- ☐ **Q. How was the information about my position obtained?**
A. Compensation met with managers in all areas of ESPN who provided information about all jobs in their respective areas. Detailed job family grids for all functional areas were developed using this information.
- ☐ **Q. What information was used to market price my position?**
A. Compensation reviewed all positions in the company and matched the job requirements to industry and functional survey data with the assistance of external consultants. These consultants have expertise in the areas in which we operate and assisted in determining the appropriate market comparisons and salary information for our jobs. This was then reviewed and agreed upon by Compensation and senior management across ESPN.
- ☐ **Q. Are employees receiving salary adjustments as a result of GRADE?**
A. The focus of this project was not to make salary adjustments. We are creating a new compensation grading structure, which ESPN will use to manage salaries going forward. However, if we find some employees that need adjustments (e.g., those "under the starting point" of their assigned grade range) as a result of GRADE, we will make those adjustments.
- ☐ **Q. Can I have a copy of the salary structure?**
A. At this time we are providing the salary range information related to your position only. In the future, additional information will become available.

More Frequently Asked Questions (FAQs)

- **Q. Is the project completed?**
A. GRADE is on-going and ESPN will continue to participate in annual salary surveys. We will use this information to continually update the new salary structures to ensure ESPN is paying employees competitively.
- **Q. Is pay for performance still important?**
A. Yes. We will continue to use a pay-for-performance approach when determining base salary merit adjustments as well as bonus awards. Contributing factors to position in grade also include experience, time in job, time in grade, skill set, job scope and internal equity.
- **Q. Have new management levels been added to the structure?**
A. Yes. Four new levels of management have been added. These include Associate Manager, Senior Manager, Associate Director and Senior Director. In addition, non-management career paths are being developed for the career advancement of individual contributors.
- **Q. Why was my job title changed?**
A. To have greater consistency, jobs with similar attributes and responsibilities were aligned and in some cases it was appropriate to adjust job titles.
- **Q. Why is it important to have salary grade range starting points and maximums?**
A. As a company our objective is not to underpay or overpay for a given position.
- **Q. Does my job have a specific market price? If so, what is it?**
A. Each ESPN job has a competitive salary range (which will be communicated to you) based on external market data. Your salary within that range is based on a number of factors including your overall performance, amount of time in your position, skill set, experience level and equity.
- **Q. What is a job family grid and why do we need them?**
A. Job family grids were created with input from managers across ESPN. They are used to define the attributes (Job Scope, Knowledge, Skill, Experience, Analysis, Problem Solving, Decision Making and Communication/Interaction) of a position and the logical progression of related jobs by highlighting the key differences between levels and titles in job families.



GRADE – Sales Structure

The following pages apply to ESPN employees who participate or manage employees who participate in an ESPN sales incentive plan.



GRADE - Sales Structure

- ☐ The Sales Structure applies to all ESPN employees whose total compensation includes a sales incentive component

- ☐ The sales business units included are:
 - Advertising Sales
 - Affiliate Sales
 - International Sales
 - ESPN Regional Television (ERT)
 - SportsTicker
 - ESPN the Magazine
 - ESPN.COM
 - Bass/Outdoors
 - ESPN Deportes

Sales Incentive Plan Structure

- ❑ The primary anchor for analyzing compensation for sales employees is Total Cash Compensation (TCC = base + sales incentive) vs. base salary. As a result, there is not a base salary derived range, as there is in the Regular and Executive salary structures.
- ❑ Therefore, we developed a title based hierarchy structure for employees participating in a sales incentive plan as part of GRADE. The market data received as part of our GRADE project satisfied the decision to slot everyone as shown in the title based hierarchy shown on the next page.
- ❑ Every Business Unit Sales Incentive Plan has different "leverages" (base salary as a % of TCC). Therefore, to develop a base salary structure that encompassed all of ESPN's Business Units with a sales incentive plan was not practical given ESPN's diverse businesses.
- ❑ Market based compensation data will continue to be used to assist us in determining how we compensate sales employees.



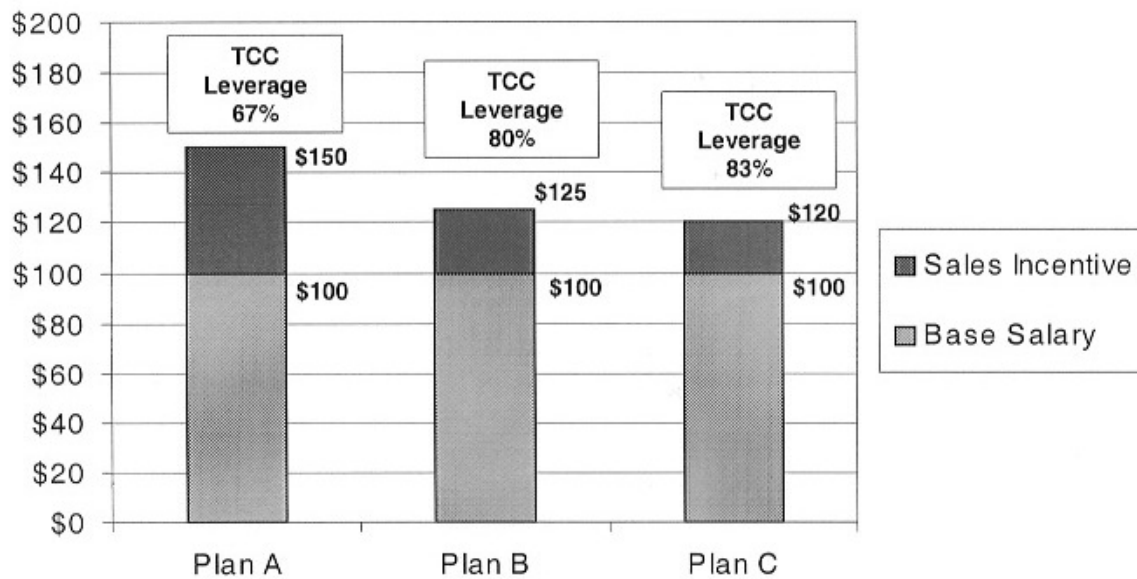
Title Based Hierarchy Structure for Sales Incentive Plan Participants

- ☐ Executive Vice President **
- ☐ Senior Vice President **
- ☐ Vice President **
- ☐ Senior Director (**new level**) **
- ☐ Director
- ☐ Associate Director (**new level**)
- ☐ Senior Manager (**new level**)
- ☐ Manager
- ☐ Associate Manager (**new level**)
- ☐ Senior Account Executive / Representative
- ☐ Account Executive / Representative
- ☐ Account Service Executive / Sales Associate
- ☐ All Other

** Stock eligible

Sales Incentive Plans – TCC

Example





Grade Ranges and Geographic Differentials*

- ☐ **Structure 1 (+6%)**
(Bristol, Philadelphia, Las Vegas, New Jersey, DC, Denver)
- ☐ **Structure 2 (+18%)**
(New York, San Francisco)
- ☐ **Structure 3 (+11%)**
(Boston, Seattle, Chicago, LA)
- ☐ **Structure 4 (+0%)**
(Atlanta, Dallas, Madison, WI, Fort Worth, North Carolina, Orlando)
- ☐ **Structure 5 (-5%)**
(Aspen, Indiana, Missouri, WV)
- ☐ **Structure 6 (-14%)**
(Montgomery)

*Note: Geographic differentials apply to the Regular Salary Grade Structure only. The differentials are based on market based cost of labor in the various regions, not cost of living.



GRADE Structure 1 – General Bonus Eligible

GRADE Structure	Grade Level	Start of Range	Start 2Q	Start 3Q	Start 4Q	Maximum
Structure 1 Bristol, Las Vegas, New Jersey, Philadelphia, DC, Denver (+6%)	11	\$150,720	\$169,560	\$188,400	\$207,240	\$226,080
	12	\$122,520	\$137,835	\$153,150	\$168,465	\$183,780
	13	\$102,120	\$114,885	\$127,650	\$140,415	\$153,180
	14	\$85,080	\$95,715	\$106,350	\$116,985	\$127,620
	15	\$68,120	\$76,635	\$85,150	\$93,665	\$102,180
	16	\$59,200	\$66,600	\$74,000	\$81,400	\$88,800
	17	\$51,440	\$57,870	\$64,300	\$70,730	\$77,160
	18	\$44,800	\$50,400	\$56,000	\$61,600	\$67,200
	19	\$38,920	\$43,785	\$48,650	\$53,515	\$58,380
	20	\$33,800	\$38,025	\$42,250	\$46,475	\$50,700
	21	\$29,400	\$33,075	\$36,750	\$40,425	\$44,100
	22	\$25,560	\$28,755	\$31,950	\$35,145	\$38,340
	23	\$22,240	\$25,020	\$27,800	\$30,580	\$33,360
	24	\$19,400	\$21,825	\$24,250	\$26,675	\$29,100
	25	\$16,840	\$18,945	\$21,050	\$23,155	\$25,260

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GRADE Structure 2 – General Bonus Eligible

GRADE Structure	Grade Level	Start of Range	Start 2Q	Start 3Q	Start 4Q	Maximum
Structure 2 New York, San Francisco (+18%)	11	\$167,783	\$188,755	\$209,728	\$230,701	\$251,674
	12	\$136,390	\$153,439	\$170,488	\$187,537	\$204,585
	13	\$113,681	\$127,891	\$142,101	\$156,311	\$170,521
	14	\$94,712	\$106,551	\$118,390	\$130,229	\$142,068
	15	\$75,832	\$85,311	\$94,790	\$104,269	\$113,748
	16	\$65,902	\$74,140	\$82,377	\$90,615	\$98,853
	17	\$57,263	\$64,421	\$71,579	\$78,737	\$85,895
	18	\$49,872	\$56,106	\$62,340	\$68,574	\$74,808
	19	\$43,326	\$48,742	\$54,158	\$59,573	\$64,989
	20	\$37,626	\$42,330	\$47,033	\$51,736	\$56,440
	21	\$32,728	\$36,819	\$40,910	\$45,001	\$49,092
	22	\$28,454	\$32,010	\$35,567	\$39,124	\$42,680
	23	\$24,758	\$27,852	\$30,947	\$34,042	\$37,137
	24	\$21,596	\$24,296	\$26,995	\$29,695	\$32,394
	25	\$18,746	\$21,090	\$23,433	\$25,776	\$28,120



GRADE Structure 3 – General Bonus Eligible

GRADE Structure	Grade Level	Start of Range	Start 2Q	Start 3Q	Start 4Q	Maximum
Structure 3 Boston, Seattle, Chicago, LA, Detroit, Newport Beach (+11%)	11	\$157,829	\$177,558	\$197,287	\$217,015	\$236,744
	12	\$128,299	\$144,337	\$160,374	\$176,411	\$192,449
	13	\$106,937	\$120,304	\$133,671	\$147,038	\$160,405
	14	\$89,093	\$100,230	\$111,367	\$122,503	\$133,640
	15	\$71,333	\$80,250	\$89,167	\$98,083	\$107,000
	16	\$61,992	\$69,742	\$77,491	\$85,240	\$92,989
	17	\$53,866	\$60,600	\$67,333	\$74,066	\$80,800
	18	\$46,913	\$52,777	\$58,642	\$64,506	\$70,370
	19	\$40,756	\$45,850	\$50,945	\$56,039	\$61,134
	20	\$35,394	\$39,819	\$44,243	\$48,667	\$53,092
	21	\$30,787	\$34,635	\$38,483	\$42,332	\$46,180
	22	\$26,766	\$30,111	\$33,457	\$36,803	\$40,148
	23	\$23,289	\$26,200	\$29,111	\$32,022	\$34,934
	24	\$20,315	\$22,854	\$25,394	\$27,933	\$30,473
	25	\$17,634	\$19,839	\$22,043	\$24,247	\$26,452



GRADE Structure 4 – General Bonus Eligible

GRADE Structure	Grade Level	Start of Range	Start 2Q	Start 3Q	Start 4Q	Maximum
Structure 4 Atlanta, Dallas, Madison, Ft Worth, North Carolina, Orlando, Eugene, Miami (0%)	11	\$142,189	\$159,962	\$177,736	\$195,509	\$213,283
	12	\$115,585	\$130,033	\$144,481	\$158,929	\$173,377
	13	\$96,340	\$108,382	\$120,425	\$132,467	\$144,509
	14	\$80,264	\$90,297	\$100,330	\$110,363	\$120,396
	15	\$64,264	\$72,297	\$80,330	\$88,363	\$96,396
	16	\$55,849	\$62,830	\$69,811	\$76,792	\$83,774
	17	\$48,528	\$54,594	\$60,660	\$66,726	\$72,792
	18	\$42,264	\$47,547	\$52,830	\$58,113	\$63,396
	19	\$36,717	\$41,307	\$45,896	\$50,486	\$55,075
	20	\$31,887	\$35,873	\$39,858	\$43,844	\$47,830
	21	\$27,736	\$31,203	\$34,670	\$38,137	\$41,604
	22	\$24,113	\$27,127	\$30,142	\$33,156	\$36,170
	23	\$20,981	\$23,604	\$26,226	\$28,849	\$31,472
	24	\$18,302	\$20,590	\$22,877	\$25,165	\$27,453
	25	\$15,887	\$17,873	\$19,858	\$21,844	\$23,830



GRADE Structure 5 – General Bonus Eligible

GRADE Structure	Grade Level	Start of Range	Start 2Q	Start 3Q	Start 4Q	Maximum
Structure 5 Aspen, Indiana, Missouri, WV, Oklahoma, Birmingham, Kansas, Tampa (-5%)	11	\$135,079	\$151,964	\$168,849	\$185,734	\$202,619
	12	\$109,806	\$123,531	\$137,257	\$150,983	\$164,708
	13	\$91,523	\$102,963	\$114,403	\$125,844	\$137,284
	14	\$76,251	\$85,782	\$95,314	\$104,845	\$114,376
	15	\$61,051	\$68,682	\$76,314	\$83,945	\$91,576
	16	\$53,057	\$59,689	\$66,321	\$72,953	\$79,585
	17	\$46,102	\$51,865	\$57,627	\$63,390	\$69,153
	18	\$40,151	\$45,170	\$50,189	\$55,208	\$60,226
	19	\$34,881	\$39,241	\$43,601	\$47,962	\$52,322
	20	\$30,292	\$34,079	\$37,866	\$41,652	\$45,439
	21	\$26,349	\$29,643	\$32,936	\$36,230	\$39,524
	22	\$22,908	\$25,771	\$28,634	\$31,498	\$34,361
	23	\$19,932	\$22,424	\$24,915	\$27,407	\$29,898
	24	\$17,387	\$19,560	\$21,733	\$23,907	\$26,080
	25	\$15,092	\$16,979	\$18,866	\$20,752	\$22,639



GRADE Structure 6 – General Bonus Eligible

GRADE Structure	Grade Level	Start of Range	Start 2Q	Start 3Q	Start 4Q	Maximum
Structure 6 Montgomery (-14%)	11	\$122,282	\$137,568	\$152,853	\$168,138	\$183,423
	12	\$99,403	\$111,828	\$124,254	\$136,679	\$149,105
	13	\$82,852	\$93,209	\$103,565	\$113,922	\$124,278
	14	\$69,027	\$77,656	\$86,284	\$94,912	\$103,541
	15	\$55,267	\$62,176	\$69,084	\$75,992	\$82,901
	16	\$48,030	\$54,034	\$60,038	\$66,042	\$72,045
	17	\$41,734	\$46,951	\$52,168	\$57,385	\$62,602
	18	\$36,347	\$40,891	\$45,434	\$49,977	\$54,521
	19	\$31,577	\$35,524	\$39,471	\$43,418	\$47,365
	20	\$27,423	\$30,850	\$34,278	\$37,706	\$41,134
	21	\$23,853	\$26,834	\$29,816	\$32,798	\$35,779
	22	\$20,737	\$23,330	\$25,922	\$28,514	\$31,106
	23	\$18,044	\$20,299	\$22,555	\$24,810	\$27,066
	24	\$15,740	\$17,707	\$19,675	\$21,642	\$23,609
	25	\$13,663	\$15,370	\$17,078	\$18,786	\$20,494



GRADE Structure Executive – MIP + Stock Eligible

GRADE Structure	Grade Level	Start of Range	Start 2Q	Start 3Q	Start 4Q	Maximum
Executive*	E13	\$244,350	\$285,075	\$325,800	\$366,525	\$407,250
	E14	\$183,675	\$214,288	\$244,900	\$275,513	\$306,125
	E15	\$141,300	\$164,850	\$188,400	\$211,950	\$235,500
	E16	\$114,863	\$134,006	\$153,150	\$172,294	\$191,438
	E17	\$95,738	\$111,694	\$127,650	\$143,606	\$159,563
	E18	\$79,763	\$93,056	\$106,350	\$119,644	\$132,938

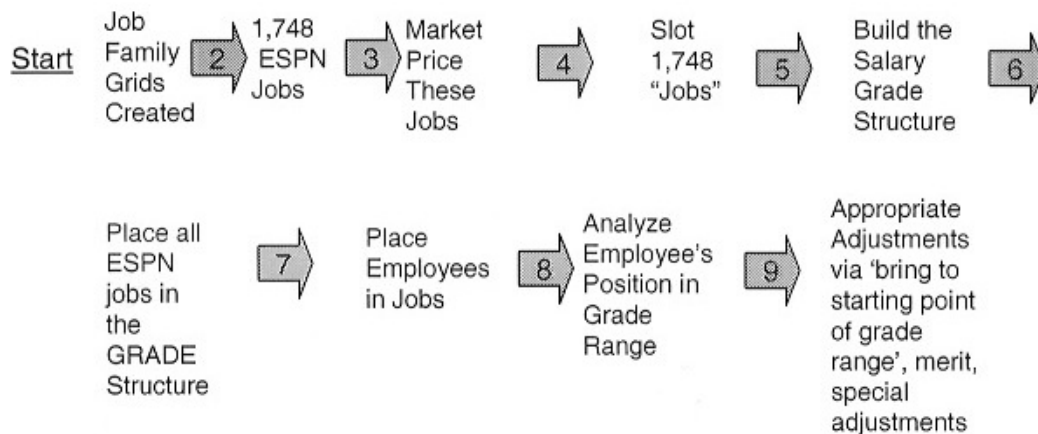
* Grades E11 and E12 are not shown

Job Family Grid Excerpt

Factor	Concept of Subfactor	Director, Photography	Deputy Photo Editor	Senior Photo Editor	Associate Photo Editor Assistant Photo Editor Photo Researcher
Level	Level	Directs the photography and photo editing functions of ESPN the Magazine	Manages the photo editing and photographic operations of ESPN the Magazine	The "benchmark" non-managing photo editing job, participating in photo editing and photographic operations for ESPN the Magazine	The "entry" level non-managing photo editing job, participating in photo editing and photographic operations for ESPN the Magazine
Job Scope	Specific Activities	- Directly manages the photo editing staff that covers all the photographic images of ESPN the Magazine - Directly manages photo editing operations to ensure the smooth flow of work to and from editorial and production - Develops photo editing policies and procedures and ensures that the aesthetic, technical and theme requirements of ESPN the Magazine are met by all photos, illustrations and visual images published - Trains and develops the photo editing staff	- Directly manages and manages photo shoots for teams and individuals - Participates in the selection and editing of or selects and edits photos - Oversees and coordinates photos and visual images for assigned stories and features, ensuring the smooth flow of work to and from photo editing to art and text editing and production	- Organizes and participates in assigned photo shoots – typically for feature stories - Researches and recommends the selection of stock and directed photos - Edits and arranges photos and visual images for assigned stories and features - Works with editing teams to ensure that all photographs and visual images meet the magazine's highest standards for quality, look and feel	- Participates in assigned photo shoots – typically for department stories - Participates in researching and recommending the selection of stock and directed photos - Participates in editing or edits photos and visual images for assigned stories and features
	Policy/Strategy/Functioning	Approves the final selection and editing of photos and visual images for ESPN the Magazine	Approves or recommends the approval of photo selection and editing for ESPN the Magazine	Recommends the approval of photo selection and editing for ESPN the Magazine	Recommends photos for selection and editing for ESPN the Magazine
	Role in Company	- Maintains a "big picture" overview of the content, consistency and style of photography for ESPN the Magazine - Innovates and implements new photo editing processes and approaches	Oversees the development of ideas for assigned parts of ESPN the Magazine and for specific stories	Participates in the selection and editing of photos and visual images that enhance ESPN's overall brand strategies and specific marketing, positioning and competitive strategies for its major properties and for ESPN the Magazine	Supports the editing or edits images that enhance ESPN's overall brand strategies and specific marketing, positioning and competitive strategies for its major properties and for ESPN the Magazine
Individual Attributes	Specific Communication/Relationships	Interacts regularly with the senior editorial staff and other content partners to discuss photography and visual images	Interacts with senior editorial executives to create visual solutions for assigned stories and features	Interacts with editorial staff to create visual solutions for assigned stories and features	Supports interactions with or interacts with editorial staff to create visual solutions for assigned stories and features
	Specific Knowledge/Skills/Experience	- Has proven managerial skills and spends majority of time managing work flows and guiding others - Has proven ability to direct a comprehensive photo editing function - Typically, incumbent has 15+ years of photo editing and photographic operations with at least five years in people management	- Has proven ability to follow and support the visual and photographic aspects of stories at all stages of development - Has extensive photojournalism experience and judgment - Typically, incumbent has 10+ years of photo editing and photographic experience with at least five years in people management	- Has good ability to follow and support the photographic aspects of stories at all stages of development - Has good photojournalism experience and judgment - Typically, incumbent has 6+ years of photo editing and photographic experience	- Has fundamental ability to follow and support the photographic aspects of stories at all stages of development - Has basic photojournalism experience and judgment - Typically, Associate has 2-5 years of photo editing and photographic experience - Assistant: 1-3 years

How We Market Priced ESPN Jobs and Built a Salary Structure...

- *Developed detailed job family grids describing each job at ESPN allowing for accurate market pricing*
- *Determined the competitive market rates for base salary utilizing specific salary survey data*
- *Slotted jobs into 1 of 3 new salary grade structures – Regular, Executive and Sales*





Placing ESPN Jobs In Grade Structure

Market Data Points for Jobs							Grade
o		o	o	o	o	o	E11
oooo	oo				oo		E12
oooo		oo	oo	oooo	oo	oo	E13
oo	oo			oo	oo	oooo	E14
oooo		oo	oo			oo	E15 and 11
oooo	oooo			oo	oooo		E16 and 12
	oo	oooo	oooo		oo	oooo	E17 and 13
oooo		oo	oo	oooo		oo	E18 and 14
oo	oo			oo	oo		15
		oo	oo	ooooo		oo	16
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				ooo			25
New Fince/MIS Mktng Media & CP Int'l Prog & Prod Admin Affiliate							

1,748 Jobs at ESPN have been placed in structure!!